

Frequently asked questions

I hear that before the PRDS can be implemented there are certain pre-requisites that must be in place? What are they, and who is responsible for putting them in place?"

Yes, this is true, before the PRDS can be implemented there are prerequisites that must be in place, these include current job descriptions, procedures manual(s) an active strategic plan, and a current organisational chart.

Your agency is responsible for the implementation of these pre-requisites.

Did You Know?

"That information about the PRDS is available on line at www.reform.gov.bb?"

Know your terms?

PLANNING

How do you build a house, a career, or improve your health without a plan?

You may be partially successful if you are in the right place at the right time, but the truth is, that's just leaving things to 'lady luck.' Planning is vitally important for every aspect of our lives and it is equally important in any organisation.

The Performance Review and Development System (PRDS) model of assessment is dependent on planning and communication at every stage. This involves setting and clearly communicating the performance goals and standards that are expected of the employee, the development of work plans, performance feedback and providing the necessary resources and relevant interventions.

Organisational planning usually exists in four (4) levels : Strategic Plan (organisational level), Operational plan (short term plan i.e. six months to one year), Unit Plan (section or unit level) and Work Plan (individual level). Let's examine components of each of these plans.

THE STRATEGIC PLAN

Strategic Planning addresses such pragmatic questions as:

- Where is the organisation now? (assessment/ review)
- Where does the organisation wish to go? (objectives)
- How will the organisation get there? (strategy)
- Who will do what? (implementation/execution)
- How is the organisation doing? (monitoring and evaluation)

The Strategic Plan should include the following:

- A vision of where the organisation wishes to be in the future;

- A comprehensive mission statement on the major functions and operations of the ministry/department;
- Outcome –related goals and objectives for the major functions and operations;
- A description of how goals and objectives are to be achieved, including the necessary resources;
- Stated performance indicators;
- An integrated action plan with implementation strategies; and
- An identification of key factors that could significantly affect the achievement of the stated goals and objectives.

THE OPERATIONAL PLAN:

This short-term plan identifies the objectives or targets the organisation must meet during the planned period. It is usually six to twelve months for example the Programme Budget document which specifies projects and related resources for the fiscal/financial year.

THE UNIT WORK PLAN

In the PRDS, the *Strategic Plan* provides the framework for work planning at all levels. The objectives outlined in the *Operational Plan* each year, provide the basis for setting objectives for the *Unit Work Plan* and the *Individual Work Plan*. Together, these plans ensure that the organisation achieves its objectives, its mission and vision.

The Unit Work Plan operationalises the role that the Unit/section must play in order to ensure that the goals and the objectives of the organisation are met. The Unit Work Plan states the purpose of the unit, its role and its responsibilities. It also:

- Identifies where groups or individuals within the Unit have common objectives;
- Identifies common performance measures; and
- Guides the development of individual work plans.

The Unit's programme for the operational year is defined as projects to be accomplished or problems to be resolved or both. To accomplish a project or solve a problem, the Unit Work Plan is broken down as follows:

- ◆ The objectives to achieve the projects or solve the problem/s;
- ◆ The resources which will be needed;
- ◆ The key activities/tasks to be performed in working to achieve the stated objectives;
- ◆ The required standard and time frame for the activities;
- ◆ Who is assigned responsibility for the key activities
- ◆ Means of verifying that an activity has been completed; and
- ◆ Current status of each activity.

THE INDIVIDUAL WORK PLAN

Having prepared the Unit Work Plan, the next crucial step in preparation for PRDS in your Ministry or Department is the development of individual work plans. Work

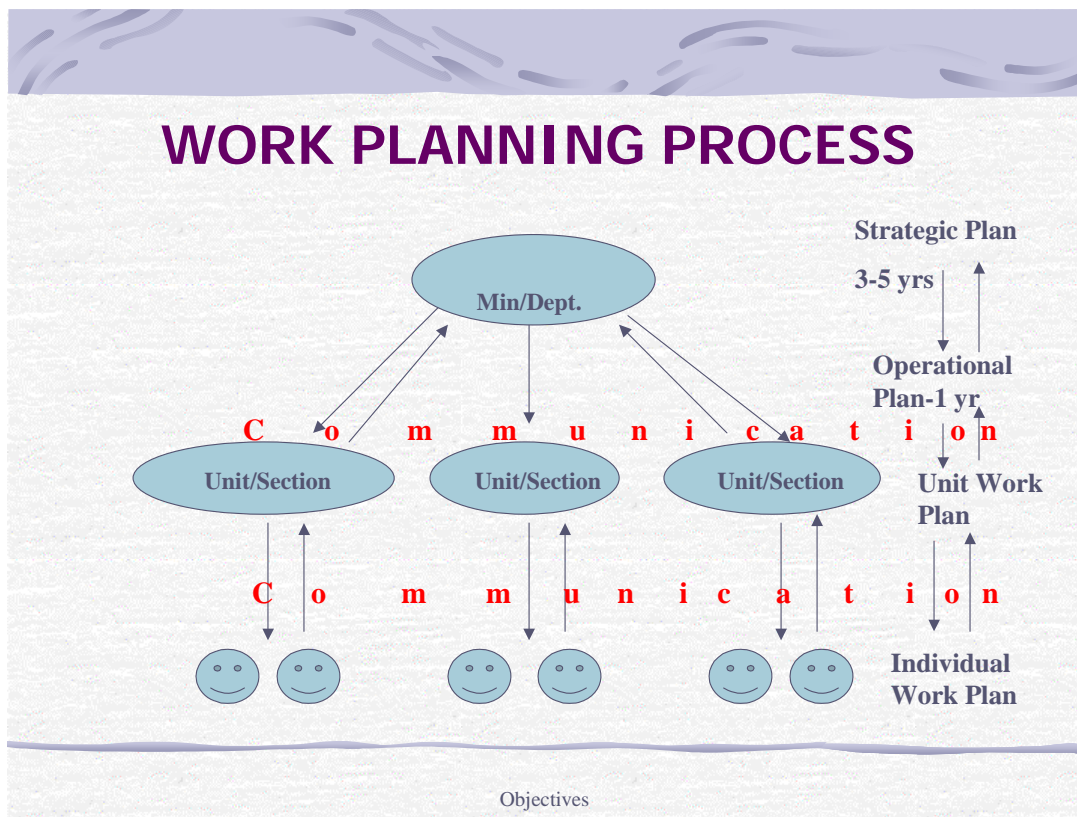
planning at the individual level provides the opportunity for supervisors and employees to discuss the overall objectives of the Ministry/Department for the particular year and the individual's contribution in helping the organisation to achieve its main objectives.

The Individual Work Plan is a document in which there is an agreement between the supervisor and the employee on what the employee is expected to do during the coming year in line with the employee's job description. It is this plan that will be used to appraise employees on a quarterly basis.

The Individual Work Plan is made up of the following:

- Objectives that are **S**pecific, **M**easurable, **A**ttainable, **R**ealistic and **T**ime bound;
- Performance Measures that indicate the quality, quantity, time or cost of the tasks to be undertaken; and
- Additional skills which employees need to meet the agreed objectives.

Below is an illustration of the work planning process as designed under the PRDS:



In our next issue we will explore the development of SMART objectives and performance measures in greater detail.

